



PROCEEDINGS OF THE BROWN COUNTY NEVILLE PUBLIC MUSEUM GOVERNING BOARD

Pursuant to Section 19.84, Wis. Stats., a meeting of the **Brown County Neville Public Museum Governing Board** was held at 4:30 p.m. on Monday, September 14, 2020 at the Neville Public Museum, 210 Museum Place, Green Bay, Wisconsin

PRESENT: Kevin Kuehn, Tom Sieber, Cassandra Erickson, Tom Friberg, Kramer Rock
ALSO PRESENT: Kevin Cullen and Beth Kowalski Lemke
EXCUSED: Sandy Juno, Kasha Huntowski and Alex Renard

CALL MEETING TO ORDER

1. Chair Kuehn called the meeting to order at 4:35PM.

2. **APPROVE/MODIFY AGENDA**

Motion made by Tom Sieber and seconded by Kramer Rock to approve the agenda.

3. Museum Director Report. Museum Director Lemke opened the meeting with a daily snapshot of August's attendance and revenue. She reported optimism despite the current and ongoing challenges with Covid-19. She was happy to report two very strong Saturday attendance and revenue days in September which is usually the quietest month of the year for visitation. She shared from the guest services perspective that online ticketing is working, patrons are following the rules for social distancing and the sanitation policies in place are working.

Museum Director Lemke introduced the 2021 -2025 Museum Goals and Strategies. She acknowledged former Supervisor Paul Ballard for his review, recommendations and guidance in shaping the plan. She informed the Board that the department has been using the Empathic Museum Maturity Model since 2017. She and Deputy Director Cullen shared that the plan in its updated written form is a continuation of what the team has been doing since 2015, striving for award winning temporary exhibits and programming that embrace difficult social history. They reinforced that the plan reflects highly on professional best practices of the museum staff and on the Greater Green Bay community, providing valuable contributions to public understanding of our region's past and Wisconsin's past. The plan also uses national data of museum goals to benchmark exhibits and programming among peer institutions and guides staff in decision making for the future.

Much discussion ensued, Motion by Cassandra Erickson, second by Tom Friberg to approve the Neville Public Museum Goals and Strategies 2021-2025 with the grammatical modifications. The Board unanimously approved the document.

4. Such other matters as authorized by law:

Director Lemke updated the Board that Bluewater Studio would be back onsite Monday, September 21, 2020 for a warranty repair in Exposed Collections. She informed the Board that the Neville Public Museum Foundation was funding the stripping and resealing of the Byrom Manger Gallery floor on September 28, 2020 in advance of the 75th Art Annual exhibition. She also shared that she was waiting on a quote for additional locks for the front doors that were approved for fire egress and that she had an additional solution for protecting the first floor glass windows and front doors that would be achieved before winter.

Discussion ensued, no action taken.

The next scheduled meeting of the Neville Public Museum Governing Board will be October 12, 2020. **2020**

meeting dates are as follows: November 9, 2020, and December 14, 2020. Discussion ensued, no action taken.

5. Adjournment. Chair Kuehn, called the meeting to an end at 5:35 PM. Motion made by Tom Sieber and seconded by Cassandra Erickson to approve.



NEVILLE PUBLIC MUSEUM

OF BROWN COUNTY

Bridging Communities • Connecting Generations

Neville Public Museum Department Initiatives, Goals and Strategies 2021-2025

Mission: The Neville Public Museum of Brown County is an accredited cultural institution that champions history, science and art. Located in downtown Green Bay, Wisconsin, the museum is dedicated to the collection and preservation of significant objects relevant to Northeast Wisconsin and the Upper Peninsula of Michigan. The museum seeks to bridge these multi-generational regional communities, through engaging exhibitions and dynamic programs.

Vision: The Neville Public Museum fosters a culture of inquiry and continuous learning of its core collection while integrating new technologies to expand audience reach and move our mission forward.

Value: Bridging Communities. Connecting Generations.

Culture: The Neville Team engages in mutually beneficial, collaborative community partnerships that provide accessibility to the citizens of Brown County through a world class collection, while demonstrating relevancy across a variety of programs, exhibits, and conversations with our patrons.

Summary: How Did We Get Here? The Neville Public Museum began over a century ago, in 1915, with a small exhibit organized by the former Green Bay Art Club in the downtown Kellogg Library. The exhibit was very popular and quickly outgrew its basement room.

By 1927, thanks to the generous support of the Neville family, a new Museum was built — the Neville Public Museum. The exhibits and rapidly growing collections quickly outgrew this building, too.

In 1980, in a community-wide show of support, Brown County voters approved a tax levy to fund the construction of a new Museum building. The current Neville Public Museum building paid for by the City, the County and the Neville Public Museum Foundation opened to the public on April 9, 1983. With the new building came new management arrangements.

The County took over fiscal and operational responsibility, as well as ownership of the building and collections. The Neville Public Museum Foundation agreed to continue to raise funds for future exhibits and programs. The strong public/private partnership between the County and the Neville Public Museum Foundation continues to date. Each year the Foundation directly

contributes to the museum's budget in support of the exhibits and programs, sometimes considerably more depending on the make-up of the exhibit schedule for a given year.

In August of 2020, after sixteen months of hard work, the Neville Public Museum is proud to welcome visitors to the renovated core gallery. The *Generations Gallery* is filled with public favorites, such as Stompy the Mastodon and the Ice Harvesting video in their new environment as well as brand new displays featuring exposed collections and art from the permanent collection only seen in collections storage until this day.

Now that the renovated *Generations Gallery* is open to the public our department's focus will shift to long term goals of reaccreditation, future digital media strategy and the development of a community engagement plan. The community engagement plan with emphasis on increasing attendance, and revenue streams, will work with strategic partners utilizing collections housed at the Museum for the long-term success of our cultural institution.

Staff will use the data from the American Alliance of Museums 2020 Annual Survey of Museum Goers to set goals and strategy. Our sample size = 272±6.1% margin of error, at 95% confidence level and this margin of error is small enough to have confidence in the larger differences. Our response rate: 4.7% which is higher than the overall average of 2%.

Our respondents were significantly less likely to say our exhibits are engaging. Respondents were significantly more likely to say the Neville Public Museum contributes to the quality of life in the community and are somewhat more likely to say the museum helps people in the community.

Additionally, our respondents were significantly more likely than the overall results to say the Neville Public Museum can improve by offering more meaningful exhibits that change more often, a wider variety of programs, and provide more community outreach.

The top responses were that the Neville Public Museum tells the story of the community, preserves collections for the future, and provides access to art and culture. Our respondents' top hopes include learning more about something specifically of interest or seeing something rare or unusual.

Although our organization shares both history and science, our respondents tracked the results from all history museums more closely than science museums. Respondents also presented as more progressive than most museum-goers in that they were more likely to want inclusive content, think museum can take a position, and want museums to do more to engage a broader audience compared to the broader population. Our respondents are clearly curious individuals who are active lifelong learners ... and reaping the benefits of that engagement.

Using this current data staff will take unconventional approaches to identify holes in the collection and new opportunities to engage the community in contemporary social history, science and art matters both in person and through digital media.

The 2020 Annual Survey of Museum Goers data was collected before March of 2020. Museum Director Lemke is recommending participating in the 2021 Annual Survey of Museum Goers to gather data during Covid-19 to be used in updating this document on an annual basis.

Initiative: Education, Interpretation and Community Engagement

Goal: Focus on stabilizing revenue and increasing attendance to the Museum.

Strategies:

1. Embrace the Empathic Museum Maturity Model to better reflect and represent the values of our community.
 - a. Move beyond “ensuring mission and vision reflect civic role” to “become the key civic player focused on civic engagement with responsibilities for awareness of social justice.”
 - b. Advance from “exploring authentic ways to be part of the community” to “exercising soft power in the community with dedicated staffing and project resources.”
 - Offer professional development for individual team members and as a whole staff. Examples include hosting trainings with UWGB’s Multi-Ethnic Student Affairs, Disability Services, and Pride Center offices; and online webinars and classes to learn specific strategies we can apply to programs and exhibits.
 - Take deliberate stances on issues of social justice and inclusivity and share within our exhibits and online presence.
 - Refocus our outreach efforts to focus on ways to get information and passes into the hands of people who need them (such as resources like food pantries, rental and housing assistance centers, CPS/APS, and other public services).
 - c. Enact long range plan to ensure sustainability of this transformation to move beyond initiatives that consist of short-term programs or exhibits and develop an understanding that equality in representation is the responsibility of all staff.
 - Audit our collection to identify gaps and missing stories and develop a strategy for proactively acquiring artifacts that will allow us to tell the whole community’s story. Place a moratorium on general donation-collecting during this time if needed.
 - d. Revisit and revise institutional policies to prioritize internal transformation.
 - Review Chapter 5 of the Collections Management policy and consider artifacts from unrepresented populations are specifically sought-after. Focus on this type of collecting at the expense of artifacts that contribute to stories we already have good artifacts to tell, with the knowledge that every accessioned item takes the place of another item that could be accessioned later and that our space is finite.

- During the exhibit planning process, deliberately choose topics and presentation methods that challenge traditional viewpoints and further social justice and diversity issues in our community and nationwide.
- Continually revisit the outdated notion that the museum should be a “neutral voice” and, while presenting all viewpoints, don’t shy away from siding with scientifically proven and socially accepted stances.
- e. Move beyond “securing partnerships with other anchor institutions fully integrated with community issues” to “nurturing reciprocal, community-driven relationships with local organizations that link the museum to local/national/global issues relevant to the surrounding community.”
 - Widen the groups we partner with to include other community-based advocacy organizations. Start by drafting a list of all known organizations in the community and reach out from there.
 - Review previously established partnerships. If the partnership is no longer furthering the mission of the museum and the goals in this document have a critical conversation regarding the future.
 - Seek out community groups in the present to cultivate relationships for future projects – don’t wait until there is a specific need.
- f. Challenge Traditional Performance Measures that focus on outputs, attendance and revenues and increase reporting to be more widespread and transparent.
 - Logging visitor answers to a question like “what did you come to see today” or “why did you decide to come here” as we do with zip codes so we can gauge exactly what drives attendance to then influence what types of exhibits we should have in the future.
 - Develop a “satisfaction-based” overall visitor assessment and recognize that a smaller-but-happy audience is better than a larger-but-unsatisfied audience in the long run.
- g. Commit future resources to continued impact assessment along with attendance and revenue to continuously assess and redefine public value impact.
 - Review trends within museums on a national scale – look for exhibit and program types that are popular, trace the positions they’re taking on issues and how they’re developing programs based on current events, reach out to colleagues who have worked on projects similar to those we are hoping to do, etc.
 - Plan for a yearly or bi-yearly assessment such as the AAM survey recently completed. Comparing results from year-to-year will be vital to learning whether our visitor’s perceptions have changed as we modify our strategic planning.
- 2. Cultivate three-year temporary exhibit program plan along with Neville Public Museum Foundation funding requests.
 - a. Temporary Exhibit Plan will adhere to and amplify on the core message of “Bridging communities. Connecting generations” to involve the community and drive social change.

- Truly embrace the “bridging communities” part of our messaging by reflecting the diversity of the community in the diversity of our exhibits, collections, and programming.
- Challenge staff to submit proposals for exhibit ideas that reflect the diversity in our community. Proposals should be developed in a uniform format and addressed in bi-monthly exhibit meetings.
- Utilize the exhibit process to grow our collection – relationships built and maintained during the exhibit process should turn into programming and collections opportunity.
- b. Dedicate staff and intern time to collect record, report data and derive statistics on how visitors use the building and visit the exhibit spaces.
 - Recognize that observations take time, and that if we can’t use intern or volunteer help then it does fall on staff to do this important work.
 - Require staff to spend a certain amount of time each week doing observations and identify what tasks will need to be cut to facilitate that time.
 - Utilize frontline staff to complete more formal observations including scheduling a full-time staff to assist during peak weekend times.
 - Integrate a visitor feedback mechanism into every exhibit and develop an incentive (such as a discount on admission or gift shop) to encourage people to take it on their own.
- c. Critically review and make determinations regarding program options through patron evaluations.
 - Once we improve our survey process, make results available to all staff and regularly discuss ways to improve our services.
- 3. Continue to secure and foster new media relations with local radio, television and print sponsorship for in-kind promotions of exhibits while expanding strategic messaging on social media platforms.
- 4. Work in unison with the NPM Foundation
 - a. Support NPMF fundraising strategies.
 - b. Participate in quarterly planning sessions.
 - c. Build and execute annual marketing plan together.
 - d. Provide content and support process for research grant opportunities
- 5. Develop and implement a sustainable Education Program with lasting consumer impact.
 - a. Use the American Alliance of Museums 2020 Annual Survey of Museum Goers data to determine future programming.
 - Unite the exhibit and education programs together to meet goals of the annual surveys and the goals set forth in this document.
 - Integrate program planning into the exhibit development process
 - Think outside the box to create fun and relevant programs – find ways to make types of programs we (as a staff) would consider attending.
- 6. Strengthen, grow, enhance, and add community organization partnerships

- a. Meet with community stakeholders to determine changing consumer needs for viability of potential collaborators and exhibitions with NPM.
 - Ideas for this have been expressed in the above points, but to summarize seek out representation from all the diverse groups in our community and foster relationships with them now before there is a need, rather than when we have an ask.
- b. Continue Public Archaeology Program and STEM-based learning opportunities with Brown County partners.
- c. Mature long-term relationships with the 8th Congregational District, Brown County Federation of Organizations, Antiquarians, Art Colony, NWTC Artesian Center, Green Bay Public Schools Fine Art Institute, Northeastern Wisconsin Art Educators Association, UWGB Film Society, Geology Club, and Astronomical Society.
- d. Review Guest Services policies and procedures and for increasing promotion of room rentals and hosting events post Covid-19 Pandemic.

Initiative: Digital Media and Technology

Goal: Prioritize projects and time to achieve significant accomplishment in the areas of launching a mobile website, photo negative scanning, cataloging, caption writing and uploading as well as 3-d artifact cataloging.

Strategies:

1. Museum staff will utilize new opportunities with converting Past Perfect Collections Management Database from server to web based and hosted.
 - a. This will allow for Brown County Collections much more publicly accessible through improved research request techniques and online search functions such as Classroom Distance Learning, virtual exhibits and online collections.
2. Create incentive and promotion plan for commercial use of Museum digital image collections.
3. Develop marketing plan to increase online sales for "Snapshots in Time: Historic Images" online photo sales
4. Create a digital learning program comprised of online resources for parents, teachers, and the general public to virtually experience the museum's collection.
 - a. Create video series that population the museum's YouTube page and that can be featured on social media platforms
 - Ultimately create three "series" – the Museum Minute dedicated to strange, odd, or unique artifact stories; an education-based series designed specifically for a classroom audience based on teacher input; and a still-figuring-it-out series that looks at artifacts that represent the diverse groups in our community with a focus on recent acquisitions and also serves as a way to drive collections acquisitions.

- b. Bolster the museum's existing "blog" into a series of articles on our most sought-after artifacts and stories based on format of new website
- c. Create a series of short "infomercials" advertising the types of programs we offer, particularly the classroom programs and new Mystery Box activity.

Initiative: AAM Accreditation Self Study- Accreditation is: A Mark of Distinction and Peer-based validation that our museum is meeting professional standards for education, public service and collections care.

Goal: *Museums are required to undergo reaccreditation every ten years. In 2021 finalize staff work plan for American Association of Museums re-accreditation self-study due July 1, 2022.

Strategies:

1. Review, update and gain approval from the Governing Board, Education and Recreation and County Board of the museum's five Core Documents. The Core Documents must meet standards and reflect current practice. The standards and resources to strengthen the documents are available on the AAM website. These five Core Documents will get scrutiny as part of the accreditation process:
 - a. Mission Statement
 - b. Institutional Code of Ethics
 - c. Strategic Institutional Plan
 - d. Disaster Preparedness/Emergency Response Plan
 - e. Collections Management Policy
2. Submit Online Self-Study: The reaccreditation Self-Study is streamlined; it asks for data about finances, staffing, and facilities, then focuses on the museum's organizational health and its role in education, public service, and collections stewardship. but then focuses just on changes since the museum's last review.
3. Plan for Site Visit: budget for \$1700-\$2500, though actual costs vary
4. Wait for Accreditation Commission Decision
5. Repeat in 10 years

Resources

<https://www.aam-us.org/wp-content/uploads/2019/05/2019-Welcoming-Guidelines.pdf>

<https://www.uwgb.edu/pride-center/>

<https://www.uwgb.edu/mesa/>

<https://www.uwgb.edu/disability-services/>

<https://www.ywcamadison.org/what-were-doing/race-gender-equity/racial-justice-workshops/>

<https://www.raceforward.org/trainings>

<https://hbr.org/2017/07/two-types-of-diversity-training-that-really-work>

<https://downtowngreenbay.com/explore/services/community-organizations>

<https://greatnonprofits.org/city/green-bay/WI>